

**Potrero Hill Democratic Club
City College Board of Trustees Candidate Questionnaire
for meeting Tuesday, September 13, 2022, 6:30pm
Potrero Hill Neighborhood House
953 De Haro St**

Candidate name: [Marie Hurabiell](#)
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*Please write a brief response (up to 200 words) to each question. **Please email the completed questionnaire to contact_us@phdemclub.org by Monday, September 5.** The questionnaires will be made available online to club members.*

1. Please describe your qualifications for this office.

From the perspective of experience in overseeing and guiding large complex institutions, I am by far the most qualified person running for this position:

- I have served on the extremely successfully run Georgetown University Board of Regents for the past nine years (and currently, term ending next year).
- More than 24 years of Board service and volunteerism at a variety of high quality academic institutions, including University of Pennsylvania and Phillips Exeter Academy.
- Successfully piloted innovative programming at university level - I have worked through the competing demands and complexities of a university environment to create an entirely new suite of courses and add them to the curriculum.
- Has personally raised over \$42 million for education, arts and health.
- Chair, Presidio Trust Board (2021).
- Vice Chair, Presidio Trust Board (2019 - 2021).
- Founding Team SOAR-D1, leading charge to bring reason and rational problem solving back to San Francisco.

I would hope that Jill Yee and Murrell Green would also be elected - I believe the unique strengths and perspectives that the three of us each bring to the table would be a powerful combination to effect positive change for CCSF.

2. If elected, what are your top 3 goals for CCSF? Specifically, how do you plan to accomplish these goals?

- #1: Restructure CCSF to maximize income opportunities and bring spending within budget in order to stabilize the institution, put an end to the decade + of mismanagement and non-stop fiscal and accreditation crises. Students and faculty should be able to learn and teach without the constant threat of a state takeover or complete shutdown.

- Everything else is re-arranging deck chairs on the Titanic. There is literally nothing else that anyone at the Board level should prioritize until this is accomplished.
- But assuming we can do that, #2 on my list would be replacing the difficult and ineffective registration system.
- And, #3 would be partnerships with local businesses and the community (which also ties in to #1)

3. Why did you choose to run for a 4-year term and not a 2-year term?

There is much work to be done and I do not think that CCSF can be stabilized in just 2 years. Of course my husband would have much preferred the 2 year term! ☺

4. If you are an incumbent, please tell us what you are most proud of. If you are the challenger, describe something the incumbent(s) did that you would have done differently

The incumbents have overseen years of deficit spending, loss of enrollment and accreditation issues. They will blame the pandemic, but these issues span long before the pandemic and the same three incumbents were on the board as these things happened prior to the pandemic. In 2019 (pre-pandemic) the auditors condemned massive mismanagement and indicated the institution could not continue as a going concern without intervention. An example: in 2019 the board (with the three incumbents on it) voted to give the administration a 10% raise while CCSF operated at a 26% loss. That is simply irresponsible.

I would have consistently prioritized the stability of the institution.

5. What allocations in the current budget are higher/lower than needed and why? Please describe your current or previous experience with budgetary oversight.

The entire budget needs to be reviewed line by line. As I understand it there are a high number of classes with only one student in the class. The rule is that classes are required to have at least 20 students to proceed. One student in a class is not sustainable. Apparently there is no will on the staff or the Board to ensure the institution is solvent - I bring the will to do the right thing regardless of what that does for my popularity.

- Chair of the Finance and Audit Committee of the Presidio Trust
- Mom who runs the family budget and consistently operates under budget.
- Executive at multiple private companies over the past several years
- Board service/ budgetary oversight of multiple non-profits
- Ran my own business in SF for many years - always operated within budget
- Chaired over 30 major fundraisers, each came in under budget for expenses and well over expected revenue.

6. In addition to what you might have cited in your goals, what is CCSF doing well that needs to be supported and maintained? How would you support these strengths as a trustee?

- For years, City College (CCSF) has provided many enriching and demanding classes at a cost that has been beyond reasonable.
- The STEM subjects, arguably amongst the most important for transfer and career readiness, are in good supply. For example, CCSF offers 34 mathematics courses, from Pre Algebra with Basic Mathematics to Linear Algebra and Differential Equations.
- CCSF has 62 programs/departments. That's more than USF has on schedule.
- CCSF's student body is diverse, racially, culturally, economically, and in many other ways.
- CCSF provides a great education, students matriculate to really good schools including Berkeley, UCLA, U San Diego
- High acceptance to top UCs - higher than most High Schools- the people using it are really succeeding

As a Trustee I can support these strengths by not interfering with what is going well and by really highlighting what CCSF does well and highlighting/ honoring excellent faculty and students.

7. In addition to what you might have cited in your goals, what is CCSF not doing well and how would you bring about improvement or change as a trustee?

- The budget isn't solvent due to mismanagement. And an additional parcel tax wouldn't address this root problem of active mismanagement - it will only allow leadership to believe that they can continue on this path and taxpayers will just continue to bail them out and allow the negligence to continue.
- There's an ongoing labor dispute due to, guess what, fiscal mismanagement.

- CCSF stood to lose accreditation July 31, 2014. A decade ago, the Accrediting Commission for Community and Junior Colleges made 14 recommendations for improvement. The majority of recommendations remain unaddressed.
- In late 2021 the Accrediting body placed CCSF on “Enhanced Monitoring” for its continued failures of management and oversight - no one in leadership seems to be learning from a decade of problems.
- Despite \$845M in bond funds, CCSF facilities are falling into disrepair
- As people retire CCSF hasn't hired appropriate facilities people, there is currently ONE electrician for entire CCSF - ALL campuses - (if a professor requests a new lightbulb when one burns out in office, she must currently wait over a month to get a replacement, if she asks procurement for a lightbulb so she can just change it herself, she is told she's not allowed to put it in bc she is not a member of the union.
- Similarly, there is currently only one carpenter for all campuses.
- The buildings have not been adequately maintained - the shallow end of the swimming pool looks like it has a pothole - this is a significant miss for the administration and Trustees - instead of the facilities team taking care of maintenance and improvements during the pandemic - when no one was using the buildings, as we did at Georgetown, the facilities people did not work, yet collected pay.
- More insane mismanagement: CCSF Paid ppl for 2 years of sitting home - they should have been furloughed like everyone else in a government job -they would have then been paid by Fed government. Instead CCSF paid. And then paid out many of those same people a lump sum for their vacation time. It is unclear why CCSF chose to do this - it is entirely possible they just did not understand or realize, which is an even bigger issue. And why the board really needs competent, experienced leadership.
- Horrible registration system - so cumbersome, counterintuitive, difficult, confusing.
- An example: Say as a student you want to add a class during the add/ drop period, you go into your account & request an add... the professor doesn't get a notice - the professor has to go thru every class to see if anyone wants to add, if they find someone they must then manually approve the request ... BUT this isn't the end, then the student has to accept the approval (!), the student gets NO NOTICE - and has only 24 HOURS -if they don't happen to see it, then it

expires and the process starts again. The prior registration system was much better - really begs the question why they changed to such an abysmal system.

- Hugely discouraging to ppl to going to ccsf
 - Constant glitches
 - Processes up top are not streamlined - eg vaccination card...
- Enrollment is very significantly down and was down pre-pandemic - this is NOT caused by pandemic, although it is WORSE due to the pandemic. Why is enrollment down?
 - Pre-pandemic enrollment was down for a variety of reasons, including the accreditation crisis and ongoing financial crises.
 - With a labor shortage, many students are being hired without training and are learning on the job - they don't need to go to school, they can work, get paid and learn there
 - Aren't as many lower income families who need to send their kids to CCSF and prestigious Universities are offering scholarships to families that would have otherwise sought to save money with 2 years at CCSF

Again, the most critical improvement that I would absolutely take the lead on is shoring up CCSF's finances to create a solid and solvent academic institution that will lose the drama and be able to focus on core goals.

Absolutely change the current registration system.

Thank you for taking the time to fill this out, and thanks for running!